

UNCLASSIFIED CONFIDENTIAL SECRET  
(SENDER WILL CIRCLE CLASSIFICATION TOP AND BOTTOM)

**CENTRAL INTELLIGENCE AGENCY  
OFFICIAL ROUTING SLIP**

TO		INITIALS	DATE
1	C/SB	<i>[Signature]</i>	4/1/55
2	C/ESD	<i>[Signature]</i>	4/1/55
3	D/Personnel	<i>[Signature]</i>	4 Apr 55
4	IAC - Room 124 Curie		
5			

FROM		INITIALS	DATE
1	Executive Secretary Incentive Awards Committee	<i>[Signature]</i>	3/31/55
2			
3			

#3 ✓ 1+2 ✓

<input checked="" type="checkbox"/> APPROVAL	<input checked="" type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE
<input type="checkbox"/> ACTION	<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> RETURN
<input type="checkbox"/> COMMENT	<input type="checkbox"/> PREPARATION OF REPLY	<input type="checkbox"/> DISPATCH
<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> RECOMMENDATION	<input type="checkbox"/> FILE

Remarks:

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FORM NO. 30-4  
NOV 53

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(40)

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31 March 1955

MEMORANDUM FOR: Chairman, Incentive Awards Committee

SUBJECT: Minutes of 14 March 1955 Committee Meeting

1. The Agency Incentive Awards Committee met on Monday, 14 March at 2 P.M. in Room 249, Curie Hall with Mr. [REDACTED] residing in the absence of the Chairman. The following members were present:

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- LO  
- OTR  
- DD/P  
- Management Staff  
alternate for C/MS  
- DD/I

25X1A

2. The Committee approved a Superior Accomplishment Award of \$300 for [REDACTED], Intelligence Officer, GS-11, OCI.

3. The Committee approved Suggestion No. 788 for adoption and recommended an award of \$260 for [REDACTED] Training Instructor, (Intelligence), GS-14, OTR/ITD.

25X1A

4. The Committee approved the recommendation of evaluating offices for non-adoption of the following suggestions:

593	1131	1193
612	1133	1196
1006	1134	1200
1014	1135	1201
1053	1136	1203
1056	1137	1206
1103	1138	1212
1104	1141	1213
1119	1149	1220
1120	1150	1221
1122	1165	1222
1123	1177	1226
1126	1187	1228
1128	1190	1231
1129	1191	1232

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5. Consideration of Suggestion No. 1189 was deferred pending a report by [REDACTED] who is to check with the Transportation Division of Logistics Office concerning the cost and feasibility of adoption of this suggestion.

6. The Executive Secretary was requested to prepare for Committee use at future meetings a summary report showing amounts awarded in the past for adopted suggestions in certain broad subject areas. This report is intended to serve as a guide to ensure uniform and consistent awards for suggestions dealing with related topics such as changes in the routing of shuttle buses, changes in corridor lighting, those dealing with parking spaces, and those dealing with improvement in various forms or procedures.

7. The meeting was adjourned at 4 P.M.

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[REDACTED]  
Executive Secretary  
Incentive Awards Committee

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Suggestion No. 1014

A. Summary of the Suggestion:

The suggester proposes that a standard trash receptacle, of a convenient size and bright in color be designed. He offers his suggestion and attaches a facsimile which could be issued by all Supply Officers in the form of a flat piece of cardboard, which when perforated in the proper places and folded and fastened together would mold into a standard trash box.

B. Evaluation of Concerned Offices:

The suggestion was initially referred to the Security Office and evaluated by the Chief, Security Division as follows: "The use of such a container is permitted under existing security regulations which provide that classified waste will be placed in envelopes or other receptacles conspicuously marked Secret". As either the envelope or the receptacle are approved, the use of the instant container appears to be more a matter for decision by each component of the Agency, based on their own individual requirements or desires. I do not feel that this container should be made the standard required container for Agency-wide use. Large manila envelopes have been used very satisfactorily over a long period of time for this purpose. Such envelopes fit into a divider or between book ends on a desk and are flexible enough to be folded and placed in a corner of a safe drawer. Such envelopes are readily identified on a desk if properly marked by stamping both sides of the envelopes several times with a Secret stamp to serve as a warning that the contents must be safeguarded in the same manner as Secret documents.

It is suggested that the Logistics Office review this proposed suggestion with a view toward the added expenditures which might be involved.

The Chief, Admin. Staff/LO bases his recommendation on the fact that the Suggestion should not be considered as a contributing factor to the development or use of a standard receptacle for classified trash since work on the development of such a container has been under consideration by the Logistics Office for some time. The suggested container was one of many designs considered at an earlier date.

C. Recommendation of The Executive Secretary:

A standard trash receptacle was under consideration by the Logistics Office prior to the receipt of Suggestion No. 1014. However, should the Logistics Office come forth with a box or other similar container based on the plan as outlined by the Suggester, it would

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Suggestion No. 1014 (continued)

appear that the latter should receive full award or share in the award. This idea was checked with LO/AS- [REDACTED] who reported 14 February that this suggestion is not considered worthy of an award by LO as it adds nothing new.

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Suggestion No. 1053

A. Summary of the Suggestion:

The suggester proposes the use of an outside slot or window on manila envelopes so that a new address card may be inserted with each new usage. This will make it possible to use the envelope a number of times rather than once or twice.

B. Evaluation of Concerned Offices:

Chief, Administrative Staff, Logistics Office reports as follows:

"At the present time Building Supply Rooms are stocking two sizes of messenger chain envelopes to be used for intra-Agency mailing. These items adequately serve the functions referred to in this suggestion.

"Suggestor should be commended for his interest in this program."

Suggestion should be disapproved for adoption.

C. Recommendation of Executive Secretary:

In view of the adverse recommendation by the Logistic's Office, disapproval is recommended.

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Suggestion No. 1066

A. Summary of the Suggestion:

The Suggester proposes the publication of a handbook to inform members of the Credit Union of the by-laws, percentages, and procedures on deposits and loans.

B. Evaluation of Concerned Offices:

The President of the Credit Union advised the Committee that a handbook had been prepared and distributed and that no part of the suggestion made an added contribution.

C. Recommendation:

In view of the foregoing comments, it is recommended that the Committee disapprove this suggestion for adoption.

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Suggestion No. 1103

A. Summary of Suggestion:

The suggester has noted that two copies of each Regulation are received by the various Agency's Offices: one marked "For Agency Manual" and the other "For Circulation." He proposes that a savings of approximately 40% could be realized if a single copy were issued to serve both purposes. A routing slip could be attached and after the necessary circulation removed before permanent filing of the Regulation into the Agency Manual. Requisitions for additional Regulations could be placed with the central distributors.

B. Evaluation of Concerned Offices:

The Chief, Regulations Control Staff, reported: "Circulation copies, if properly controlled, serve, in large offices to disseminate regulatory material expeditiously to all persons who need-to-know. Dissemination of a circulation copy allows the manual custodian to post his manual immediately so that it is up-to-date and complete at all times. Circulation of the manual copy would make such a process a practical impossibility.

It is the opinion of the Regulations Control Staff that the relatively small additional expense represented by a circulation copy is more than justified by the convenience occasioned and time saved by its proper use.

C. Recommendation of the Executive Secretary

Based on the comments of the Chief, Regulations Control Staff, it is recommended that the Committee disapprove this suggestion for adoption.

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Suggestion No. 1104

A. Summary of Suggestion:

In processing outgoing dispatches, second pages, and attachments must be carefully scrutinized, to see if the sheets are free from the government bond watermark. This special examination of some 300 dispatches a day is awkward, relatively slow, and undependable. Documents with the watermark must be returned for retyping.

Before distribution, unwatermarked bond paper can be identified by an inconspicuous diagonal stripe on corners of the sheet (or any other distinguishing mark.) The advantages would be:

1. Speed in processing of pouches.
2. Improved stockroom efficiency
3. Improve security
4. Minimize retyping
5. Idea is simple, readily adaptable and inexpensive.

B. Evaluation of Concerned Offices:

This suggestion was reviewed by the Chief, RI and his comments, with the concurrence of DDP/Admin, were as follows:

1. Prior to the receipt of the suggestion, a request was initiated by RI for a standard unwatermarked dispatch form to be used for second and additional pages of dispatches.
2. This standard form will eliminate the need to determine (physically) if the additional pages of dispatches are watermarked.

C. Recommendation of the Executive Secretary

Disapproval. C/RI reports a better solution was being adopted prior to receipt of this suggestion.

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Suggestion No. 1119

A. Summary of the Suggestion:

Because of the conversion of all Thermo-Fax machines to operate using a new type of paper, the suggester believes it would be wise to use the surplus old type paper as duplicating paper. No carbon sheets are required and as many as 15 sheets may be typed simultaneously. The one disadvantage is the fact that the wax impression cannot be erased. Suggester states the existing surplus of old paper (approximately 500,000 sheets valued at \$22,500) could be used as above and thus reduce requirements for carbon paper, onion-skin and bond paper accordingly.

B. Evaluation of Concerned Offices:

The Logistic's Office comments as follows:

"The suggestor is apparently unaware that there are approximately twenty machines in use in the field that will not be converted to use the new type G Thermo-Fax paper.

"There is presently in stock 298,200 sheets of type G Thermo-Fax paper which differs with the suggestor's figure of 500,000 sheets.

"The Thermo-Fax Company has given this Agency assurance that it will accept the return of all type G Thermo-Fax paper which is in excess to the Agency's needs.

"In view of the above arrangements this presents no salvage problem therefore suggestion cannot be adopted for use.

"Employee should be commended for his interest in the matter."

C. Recommendation of Executive Secretary:

It is recommended that the Committee disapprove this Suggestion for adoption due to the fact that field machines can use old-type paper or Agency can return for credit all excess to supplier.

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Suggestion No. 1120

A. Summary of the Suggestion:

Suggestion is stated in substance below:

I have noticed with increasing frequency a laxity in good housekeeping which, I believe, is essential for tight security. I would like to suggest to the Security Office that they initiate a program to increase security consciousness.

This program could include posters with slogans such as "Good Housekeeping is Good Security", etc. Along with this the Security Office should perform "spot checks", during working hours, not for violations but for housekeeping practices that could result in violations. This would keep every individual aware of the possibility of security violations in stacks & bundles of unclassified material that has a way of piling up on top of safes & in desks (particularly in the typewriter compartment) which very rarely is checked because "its unclassified" or "its just blank paper".

This program does not result in any monetary savings, but it could result in a far greater savings in that it may prevent a possible leak of a very costly nature. Security is everyone's business but we need a constant reminder that it is our business & our responsibility.

B. Evaluation of Concerned Offices:

Security office, Physical Security Division comment is as follows:

1. "The Security Office always welcomes any suggestions which will improve security practices and eliminate hazards that may lead to security violations.

2. "The Security Office has initiated a poster program on an Agency wide basis. This program will consist of a series of twelve posters designed to cover the various types of security hazards.

3. "While the Security Office is aware of its responsibility of providing proper security guidance for the protection of all classified information and material, the primary practice of "Good Housekeeping" is the responsibility of Branch Chiefs and their personnel.

4. "The CIA Safety Officer is contemplating a poster program that will include "Good Housekeeping" coverage."

C. Recommendation of Executive Secretary:

Recommend disapproval

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Suggestion No. 1122

A. Summary of the Suggestion:

The suggester recommends the use of "Labelon" tapes on [REDACTED] items for shipment to the field. The tape can be ripped off prior to packing, eliminating the indelible ink erasure. Also, it can be used as identification tags for supply bins, and sub-miniature or small merchandise. Tapes are available in roll form or strips on which desired information could be written or typed. Suggester states sizes available, and cost information has been added.

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B. Evaluation of Concerned Offices:

Chief, Administrative Staff, Logistic's Office comments as follows:

"The cost of labeling each article by degree [REDACTED] would be prohibitive. The present method used is less costly and is probably just as practical. The method now used is to put [REDACTED] on each unit container with white chalk, which can be erased without any difficulty.

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"Units that are not housed in a container are physically segregated.

"Masking tape is used on bins for identification purposes. This method has proven to be very satisfactory and a change would not serve any useful purpose."

C. Recommendation of Executive Secretary:

It is recommended that the Committee disapprove this Suggestion for adoption due to adverse findings by Logistic's Office. Advantages are not apparently sufficient to outweigh additional cost over present methods which Logistic's Office deems satisfactory.

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Suggestion No. 1123

A. Summary of the Suggestion:

In casting around for some means of providing a relief from the daily conversion headache it has come to the authors attention that a number of generally expensive and consequently not-too-readily-available technical and engineering handbooks contain relatively complete sets of metric conversion tables. As a case in point, the Machinery's Handbook (14th Edition), published by the Industrial Press of New York City, contains a rather complete set of dual conversion tables (metric to standard and standard to metric). These tables covering length, surface, cube, and weight as well as liquid and dry measure are contained on eight double-faced  $4\frac{1}{2}$  x 7 inch pages. (See Attached exhibits). The conversions are given in tabular form and cover all the above factors in numerical order from 1 through 100, except in the case of millimeters, which are given in the same order from 1 through 1000.

Inasmuch as approximately four of the above referenced pages are devoted to unnecessary tables converting standard factors to metric it is believed that a minimum set of metric conversion tables could be printed on four such pages. A more comprehensive and useful set, not exceeding eight such pages could be easily compiled, permitting the conversion of meters as well as millimeters from 1 through 1000 and additional conversion factors for each 100 units from 200 to 1000 in connection with those tables presently limited to from 1 to 100 in order to facilitate the employment of compound conversions when desirable. It is also believed that these tables could be expanded to include such perennial "stickers" as knots vs. miles-per-hour, centigrade vs. fahrenheit, etc.

It is therefore suggested that the appropriate organization within the Agency review available data of this nature, (including the above referenced handbooks) and possibly with the advice of the Bureau of Standards, undertake the compilation of an inexpensive set of metric conversion tables in either booklet or some other suitable form, possibly employing cut-away index tabs for ready reference. It is believed that the publication and distribution of such a working aid to all working levels will alleviate the ravages of this constitutional plague and as such, will make a major contribution to every critical factor listed under "What" on the initial sheet of this suggestion form. Namely (1) promote increased efficiency, (2) conserve property (supplies), (3) improve working conditions and morale, (4) better service, and (5) result in economy of money, and above all, time.

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Suggestion No. 1123 (Page 2)

B. Evaluation of Concerned Offices:

1. "OCD does not recommend adoption of Suggestion 1123 which proposes publication of a set of conversion tables from the Metric System to the standard weights and measures familiar to U. S. intelligence officers. In support of this conclusion we cite the following:

a. "Ready availability in and through CIA Library of reference sources containing such tables or the information necessary for their construction. Many of these titles, as suggester notes, are also on file in CIA research offices.

b. "Adequate facilities for copy and assembly by each analyst of tables needed frequently in his own work. Re-production of tables on a Branch basis (ditto or multilith) would appear to provide a one-time solution exactly tailored to Branch needs."

C. Recommendation:

In view of the above comments, it is recommended that this suggestion be disapproved for adoption.

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Suggestion No. 1126

A. Summary of Suggestion:

The suggestion is quoted below:

"Considerable time and monetary savings can be effected by adoption of approved groups of letters such as, but not limited to the examples contained on Attachment "A". Some of these are currently being used by some within the Agency but are not accepted and used by all concerned. Some are standard with the U. S. Army. Additional ones could and should be coined by all the various divisions, branches and staffs of the Agency based on phrases and long words repeatedly used in cable traffic. No medical terms have been included in the attachment, however the Army has accepted a few such as DIPROC meaning:

"Request diagnosis, prognosis, present conditions, etc."

E-E-N-T meaning:

"Eye, ear, nose and throat"

"Most of the words listed on attachment pertain to Logistics functions.

"Compilation and adoption should be incorporated in Agency manual!"

B. Evaluation of Concerned Offices:

Chief, Administrative Staff, Office of Communications evaluated this suggestion as follows:

"It is felt that the attached list of authorized abbreviations compiled by the Signal Center indicates that Suggestion 1126 is already in effect.

"As mentioned on the cover sheet, additions, deletions, or alterations to the list are referred to the Chief, Signal Center for consideration as a normal course.

"After checking the list submitted by the employee, it was noticed that several of the suggestor's abbreviations, example: HHG, LVWOP, etc., are abbreviations not commonly used by cable

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Suggestion No. 1126 (Page 2)

originating offices. HHE and LWOP "Household effects" and "leave without pay" are the more accepted form of the abbreviations. It is in this light that one realizes the importance of an authorized list of abbreviations.

"The "new" cable handbook, [REDACTED] containing an authorized list of abbreviations will be available for distribution shortly, and should eliminate the problem for those who do not possess the attached Signal Center listing." **25X1A**

He indicated that no part of the suggestion makes an added contribution.

C. Recommendation of Executive Secretary:

In view of the foregoing comments, it is recommended that the Committee disapprove this Suggestion for adoption. Suggestion is already in effect.

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Suggestion No. 1128

A. Summary of the Suggestion:

A suggestion was proposed for saving time and manhours by improving arrangements at the Insurance facility. The insurance facility of the Agency is located in Wing E, 1505 Curie Hall, and consists of two windows which are open from 10:00 a.m. to 1:00 p.m. (3 hours) on work days.

It was observed that an average of fifteen employees were standing in line waiting to either purchase life or health insurance. The wage of the fifteen employees must have averaged approximately \$7000 per annum per person. The time required to process these fifteen persons was two hours. It was further observed that the majority of the time of the clerks at the windows was consumed by furnishing information about new policies and the conversion of old policies. Furthermore, applicants were not issued application forms for policies until they arrived at the windows at which time the forms were completed while the line waited.

It is suggested that in order to save time and manhours, that apart from the two cashier windows, an information desk and consulting room be established where an applicant might establish and be issued the type of application form required and/or consult for information regarding the conversion of current policies or other problems. The clerk at this Information Desk might, as part of her duties, be called upon to answer inquiries received via telephone, since it was noticed that part of the window clerk's time was consumed officially answering such telephonic inquiries.

It is believed that if the above recommendation is implemented, this will result in the saving of thousands of dollars in man-hours lost. It is suggested that consideration be entertained whereby application forms might be supplied various administrative or finance offices of the Agency for distribution to employees so that the forms might be completed by applicants before approaching the Insurance Section.

B. Evaluation of Concerned Offices:

The Chief, Planning and Analysis Staff, Office of Personnel, advised the Committee of the following:

"Employee Suggestion No. 1128 relative to the handling of life insurance and hospitalization has been reviewed by ESD.

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Suggestion No. 1128

The proposal submitted in this suggestion had been under consideration for some time and steps had been taken leading to their resolution. With reference to the service, a new cashier's office was planned for early in July 1954 but did not become operative until September. ESD reports that the information desk and consulting room proposal is not considered warranted under the new cashier's arrangement which provides three cashiers and ample counter space for the filling out of forms. The cashiers are fully trained and therefore able to answer all inquiries with a minimum of delay.

In view of the above and the fact that recent observations of the newly activated cashiers' office reveal a much more rapid processing of customers, this suggestion is not to be adopted."

C. Recommendation:

In view of the above comments, it is recommended that this suggestion be disapproved for adoption. Improvement in service was being worked out before receipt of the suggestion, which did not contribute to its solution.

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Suggestion No. 1129

A. Summary of the Suggestion:

The employee suggests that:

"the Xerography process described in the attached brochures would be a better method of duplication than some of the methods now in use i.e. autostat etc. Savings can not be estimated, however, adequate descriptive data is enclosed for evaluation."

B. Evaluation of the Concerned Offices:

Logistic's Office evaluation comment is as follows:

"It is agreed that in many instances and situations Xerography is the reproduction process best suited to the accomplishment of a given task.

"There are a number of Xerography machines in operation throughout the Agency and they are performing commendably.

"Since the suggestion is not new, and in reality is already in effect, it makes no added contribution."

C. Recommendation of Executive Secretary:

In view of the foregoing comments, it is recommended that the Committee disapprove this Suggestion for adoption. The suggestion is already in effect and adds nothing new.

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Suggestion No. 1131

A. Summary of Suggestion:

The Employee suggests condensation of cryptographic instructional documents into the small laminated chart such as enclosure. At some length, he states the advantages, what the system would do, and how it would work. Pertinent excerpts are quoted:

"At the present time, Signal Center communicators are often confused by the many different types of cryptographic instructions which they receive. These instructions are promulgated in large documents which contain all necessary information regarding a particular type of system. To an experienced operator much of the material contained therein is extraneous. That is, it is very similar to his other documents - it differs only in certain essential facts - the part break is usually different, the category of the system, etc. Therefore, why must the communicator "wade" through a bulky document extracting the essential facts each time he needs to recall them to mind? Why not provide them for him and all the other communicators in the abbreviated form attached. Such a card would provide all the essential information which an experienced operator would need.

"(What it would do) 1. Serve as a continual reminder of the essential points of the system. 2. Provide additional security - it would impress upon the communicator the most important single security factor of the system. 3. It would actually speed communications as it would result in an economy of the communicator's time.... 4. Save the custodian of the document endless headaches in providing the document for the various communicators who must refer to it....

"(How it would work) When a cryptographic instructional document is provided for staff links, those who prepare the original document would also provide approximately 15 laminated condensations of the system. The document would continue to be registered and accounted for by the office of issue. The cards however would be furnished to the custodian on a drop accountability basis - that is he would control them - each card may be numbered if so desired.

"This suggestion is applicable for field signal centers as well as Headquarters...."

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Suggestion No. 1131 (Page 2)

B. Evaluation of Concerned Offices:

Chief, Administrative Staff, Office of Communications  
evaluation is stated below:

"The Signal Center has been using a variation of this suggestion for years. It is in the form of a 5 x 8 card or a one-page sheet of instructions condensed to the minimum usable requirements. The "laminated badge type" system has often been discussed but not used because of the frequent changes of instructions on the same system periodically. Our 5 x 8 card, or sheet of instructions, can easily be retyped in such cases of change. In addition, the suggested small badge could be too easily lost, and would add another registered document to our already heavily-loaded documents report.

"Returnees from most of the overseas Signal Centers state that the same system listed above is being used in those installations also. Their reasons coincide with those of the Headquarters Signal Center -- that is, too many frequent changes to warrant a permanent type set of instructions.

"Consequently, the suggestion would add nothing to the present Signal Center system."

C. Recommendation of Executive Secretary:

In view of the foregoing comments, it is recommended that the Committee disapprove this Suggestion for adoption. COMMO considers present card system cheaper, easier, better from security standpoint, and is adequate to meet the need.

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Suggestion No. 1133

A. Summary of the Suggestion:

The Suggester recommends issuance of multigraph pens to replace present multigraph pencils. The Employee states pencils used by disseminators in Liaison Division have presented a constant problem of errors; have proven wasteful and produce illegible mats. He believes fewer corrections would result with pens, thus saving an estimated \$7.50 (average cost for errors for all disseminators per week, computed at \$2.50 per hour average pay rate and 15 minutes lost per correction, but not including wastages of pencils and sharpening time required). Total savings estimated by Suggester are at least \$500 per year plus increased efficiency of routing documents by OCD.

B. Evaluation of Concerned Offices:

OCD comment is as follows:

"It is believed unlikely that there would be any saving if Disseminators used pens rather than the multigraph pencils currently in use. The following comments are offered in substantiation of this belief:

Factors contributing to poorly printed mats, other than pens or pencils used

"The suggester is making an erroneous assumption; that is, that poorly printed mats are entirely the fault of unsatisfactory pencils. Whether pens or pencils are used, there will always be a few poorly printed mats due to such factors as uneven flow of ink in pens, too sharp or too dull a point on pencils, too little pressure applied in writing. Past investigations of unusual volume of poorly printed mats have revealed that mishandling in Reproduction Unit, as well as age of mats, are likely contributing factors.

"Poorly printed mats of any significant volume has been an intermittent problem, not a constant one, as the suggester states. If the pencils alone were at fault, this problem would be a continuing one.

Comparative cost of pens and pencils

Colitho Ball Point Pens (with special ink formula for writing on colitho mats) - - - - -	1.60 each
Refills for Colitho Ball Point Pens - - - - -	.75 each
Multigraph pencils (currently in use) - - - - -	.11 each

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Suggestion No. 1133 (Page 2)

"The above prices show the difference in the initial cost of pens and pencils. While it is realized that the life of the pen is considerably longer than that of the pencil, it is nevertheless believed that it would be more expensive to issue pens to all Disseminators and keep them supplied with refills than to keep them stocked with pencils.

Past experience

"Some LD Disseminators have tried the pens in the past. Their use was discontinued because they were not considered as satisfactory as pencils due primarily to the occurrence of faded strokes, and failing to write immediately, after periods of not being used.

"Pens are no longer being used in Analysis Branch, CIA Library since the codes are being typed. As to their effectiveness when they were in use, there is a split reaction--some in the Branch approved them wholeheartedly, others thought they were satisfactory, and a third view is that a number of the pens had been turned in as unsatisfactory.

"OCD Machine Division has experienced another problem in the past use of pens. Mats written with pens which were about due for a refill, did not reproduce even though the matt appeared legible.

"In view of the foregoing, it is not believed that anything would be gained by adopting this suggestion."

C. Recommendation of Executive Secretary:

In view of the foregoing comments, it is recommended that the Committee disapprove this Suggestion for adoption.

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Suggestion No. 1134

A. Summary of Suggestion:

Employee Suggestion is quoted below:

"The Office of Logistics has recently completed an installation that will be of great convenience to personnel of the DD/P. It is suggested that the service potential of the recently installed printing and photostat facilities located in Room 1016 "K" Building be described in a Clandestine Services Notice with wide distribution. The prompt and efficient service possible with this large and efficient plant should be made known to all the Staffs and Divisions of the DD/P located in I, J, K and L Buildings. The writer is in no position to estimate savings, but the present number of decentralized Autostat and other copying devices could certainly be decreased.

B. Evaluation of Concerned Offices:

Technical Reproduction and Printing Staff commented:

"I agree that Printing and Reproduction Division should "advertise" the photocopying service available in the K Building plant. Printing and Reproduction Division should pass on this and initiate the Notice if they agree."

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Chief, Printing and Reproduction Division commented:

"CS Notice [redacted] dated 25 January 1954 accomplished that which is proposed in Suggestion No. 1134. It is suggested that another notice not be issued at this time since over advertisement, resulting in priority congestion, can be more harmful than helpful."

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Chief/ADMIN./Logistics Office commented:

"It is not considered desirable, for the reasons stated by [redacted] on the attached route sheet, to issue an Agency Notice on this subject."

C. Recommendation of Executive Secretary:

In view of the foregoing comments, it is recommended that the Committee disapprove this Suggestion for adoption.

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CIA INTERNAL USE ONLY

Suggestion No. 1135

A. Summary of the Suggestion:

The Suggester feels that the present CIA Manual binder should be replaced by an easier to manage three-ring binder which would not require disassembling in order to include current changes. Time required for one clerk to add 10 changes in 10 different sections of Manual could be shortened considerably if "he could just flip to the places keeping rest of Manual intact."

B. Evaluation of Concerned Office:

The Logistic's Office comment is stated below:

"The present Tri-Lock binder was selected as the one best binder to provide for Agency regulatory issuances, after careful consideration and study by a special committee composed of representatives from various Agency components. Its features provide for maximum security of contents, ease in reference, added expansion and long life. It is the only binder manufactured which provides for positive compression plus automatic flat opening.

"Approximately 2000 Tri-Lock binders have been procured, 1600 of which have been issued and are in use.

"It is recognized that a particular office may find it more advantageous to use a 3 ring binder for Agency issues, however, it is not feasible to replace the Tri-Lock binders nor is the use of 3 ring binders for Agency issuances recommended on a broad scale."

C. Recommendation of Executive Secretary:

In view of the foregoing comments, it is recommended that the Committee disapprove this Suggestion for adoption.

CIA INTERNAL USE ONLY

CIA INTERNAL USE ONLY

Suggestion No. 1136

A. Summary of Suggestion:

The adoption of the Verifax Printer which will handle the reproduction of documents  $8\frac{1}{2}$  by 14 inches. This machine will handle legal-size documents and other lengthy papers which existing equipment cannot accomodate. The price is about \$400 and it is produced by the Eastman Kodak Company. This is a new machine and is being produced at present in limited quantities. The former model could handle only regular-size paper.

B. Evaluation of Concerned Office:

The Chief of Logistic's made the following evaluation:

"The size, make, type, and capacity of Verifax machines is determined by the requirements for which the machine is selected. Therefore, standardization on any one machine is not feasible. The  $8\frac{1}{2}$  x 14 Verifax machine will be procured whenever it is determined to be the best machine for a particular job."

C. Recommendation of Executive Secretary:

Disapproval for adoption.

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**SECRET**

8 March 1955

MEMORANDUM FOR: Chairman, Incentive Awards Committee

SUBJECT: Meeting of CIA Incentive Awards Committee

25X1A

1. In accordance with the provisions of Regulation No. [REDACTED] Incentive Awards Program, the CIA Incentive Awards Committee will meet on Monday, 14 March 1955 at 2:00 p.m. in Room 223, Curie Hall.

FOR THE CHAIRMAN, INCENTIVE AWARDS COMMITTEE

25X1A

[REDACTED]  
Executive Secretary

Attachments

**SECRET**

SECRET

INCENTIVE AWARDS COMMITTEE

MEETING OF 14 MARCH 1955

Recommended for Meritorious Performance Award

25X1A [REDACTED], Intelligence Officer, GS-11, OOI

Suggestion Recommended for Adoption

	<u>Sug. No.</u>	<u>Name</u>	<u>Position &amp; Grade</u>	<u>Office</u>
25X1A	788	[REDACTED]	Trg. Instr. (Intell), GS-14	OTR/ITD

SECRET

SECRET

PER dated 11 December 1953:

"Performance of major duties is exemplary."

"Outstanding with respect to objectivity, attention to detail and ability to recall relevant background information concerning the variety of situations within each of the five countries and three colonial dependencies which he is assigned to cover."

"Outstanding with respect to his ability to work under pressure of an early deadline. Most of items he prepares...require little or no changes by his superiors or members of the editorial staff."

Item:

Commendation 6 August 1954 by Chief, RQM/OIS, for contribution to Operation PBSUCCESS.

16 September 1954 commendation with other DD/I personnel signed by DD/P for service in support of the same project.

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3. [REDACTED] Chief of Latin American Branch, Western Division, OCI has been invited to attend the Meeting to provide further details concerning [REDACTED] work in support of reference recommendation.

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[REDACTED]  
Executive Secretary  
Incentive Awards Committee

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CIA INTERNAL USE ONLY

Suggestion No. 1137

A. Summary of the Suggestion:

It is suggested that more attractive and better illuminated bulletin boards be placed in Buildings I, J, K, and L. Many of the boards now in existence are in poorly lighted areas and do not readily attract the attention of employees. It is suggested that a main board be established in a prominent place in each building, and that a light be installed over each. This light should be shaded florescent bulb. Smaller but attractive boards should also be placed in other convenient places.

It is believed the above suggestion would tend to further employee morale.

B. Evaluation of Concerned Office:

The Chief, Planning and Analysis Staff advised the Committee that:

1. "The new Bulletin Boards are currently being relocated. Attention is being directed to placing of the new Boards where the light will be adequate for reading.

2. "At this stage, it is not possible to tell whether or not any of the Boards will require additional lighting. In any case, the number should be very few, if any.

3. "To install special lighting on all the Boards is considered too expensive and therefore not justified."

C. Recommendation of Executive Secretary:

Disapproval for adoption.

CIA INTERNAL USE ONLY

CIA INTERNAL USE ONLY

Suggestion No. 1138

A. Summary of the Suggestion:

This suggestion deals with the parking area behind Curie Hall, although it may also apply to other similar areas.

It is often necessary that the writer remove his automobile from the parking lot during the day, and upon return finds that his parking space is occupied by some other auto. These autos bear no identification which indicates they belong to other space holders who have been displaced, or why they are parked in the area. It is often suspected that these autos have belonged to tourists. In any event, this causes an inconvenience because it is necessary to occupy another vacant space which undoubtedly results in inconvenience to another employee space holder.

In an attempt to minimize the above problem, it is suggested that:

- a. A guard be maintained at the post until at least 2:00 in the afternoon.
- b. If guard service is not available for the above length of time, that the parking lot be patrolled at least twice daily.
- c. All employee space holders be required to display parking permits prominently in their autos at all times while in the lot.
- d. Warning slips be affixed to windshield wipers of all cars, for a period of one month, found without permits displayed.
- e. After a period of one month, parking violations be issued for all autos illegally parked.
- f. A more legible notice be posted at the entrance of the lot which states that parking is by permit only until a specified time (2:00 p.m. is suggested), and that illegal parkings are subject to parking violations.

If violators are found to be employees (determined from license number investigation), warnings and other disciplinary measures can be taken rather than police fines.

It is realized that there are administrative problems involved in the above. However, it is believed that more frequent policing and the issuance of warnings would be beneficial.

CIA INTERNAL USE ONLY (Cont.)

CIA INTERNAL USE ONLY

Suggestion No. 1138 (Cont. P.2)

B. Evaluation of Concerned Office:

- The Chief of Logistics advised the Committee of the following:
1. "Reference is made to the attached employee suggestion, number 1138, relative to suggestions for parking violators.
  2. "This Office is completely cognizant of all phases of the suggestion and the following is noted for your information:
    - a. "Lack of Agency funds eliminate the possibility of maintaining guard service until 2:00 p.m. in the afternoons at the various parking areas.
    - b. "Due to the lack of personnel and the numerous parking areas involved, each area is patrolled only once weekly.  
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    - c. "Agency notice [REDACTED] requires the vehicle to have permit displayed at all times.
    - d. "Violation notices are affixed on vehicles when violations are discovered.
    - e. "When an individual has three violations placed against his name a memorandum is forwarded to the Administrative Office involved requesting disciplinary action.
    - f. "Signs reading "Parking By Permit Only" are permanently displayed at entrances to all parking areas.
  3. "A survey will be made by this Office to determine if additional signs are required and/or if present signs need refurbishing."

C. Recommendation of Executive Secretary:

In view of the foregoing evaluation by the Chief of Logistics, it is recommended that this suggestion be disapproved for adoption.

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Suggestion No. 1141



A. Summary of the Suggestion:

Subject: A Comprehensive Glossary of Soviet Abbreviations.

1. A basic weakness to the efficiency of our intelligence is the lack of intelligence tools or aids which are needed daily by intelligence officers. One field in which this is most prevalent is that of interpretation of Soviet abbreviations.

2. There have been several attempts made by various government agencies, including those in intelligence, to compile and publish such glossaries but none of these have reached the standard of quality required by an intelligence officer. It is suspected that the principal reasons for these failures are:

a. Each published glossary has been limited to a singular class source of intelligence, i.e., overt, covert, semi-covert, and special. It is realized that that duetto the sensitivity of one class of intelligence it could not be classified and distributed with others types or classes of intelligence. However, it is believed that a maximum of two published glossaries would suffice, one for each type of intelligence, and distribution of these publications would then be made in accordance with prescribed security regulations.

b. There is no single place in the entire intelligence community where a glossary of Soviet abbreviations is collected, analyzed, collated, and filed which covers all sources of intelligence. It seems that this is a must for intelligence of outstanding quality.

c. A working knowledge of languages is basic to intelligence. Since only some five per cent of the people in intelligence have a working knowledge of Russian, we are confronted with two strikes before we begin our task. The fact that the Soviet Union makes extensive use of abbreviations in all fields (science, political, military, social, and economic) increases their probability of getting the third strike over an outside corner.

d. Glossaries presently available for use tend to restrict the meaning of abbreviations to the most likely or the most commonly used term. This is a gross error for as stated above the Soviets use abbreviations in all fields and within these fields use them to designate such things as organizations, model designations for end items, classifications of substance, and many others. In many cases the same abbreviation can mean twenty-five or more things or organizations. A knowledge of all these various meanings is essential to the efficient analysis and interpretation of intelligence information.

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Suggestion No. 1141 (continued)

3. There is no idea of how much money saved in man power hours could be realized from this suggestion. A conservative estimate is a minimum of \$170,000 annually to perhaps \$500,000 or more. This estimate is based upon my own personal experiences. Every time I am confronted with the job of interpreting a Soviet abbreviation I must check at least three places if I do a modest, efficient job. The travel time between my office to these three places plus search time requires some three to four hours. Almost daily I have a need to do this sort of task. However, I usually hold off until I have an accumulation of several so as to limit my trips to two or three a week. In my opinion this is an inefficient method of operation but one which I am forced to follow due to circumstances and policies beyond my control. My salary is approximately \$9600 per annum. I estimate that about one-fifth of my time is spent in this type of research whereas if I had a reasonably up-to-date glossary of Soviet abbreviations of the type I suggest less than one/one hundredth of my time would be spent in this kind of research. Thus the U.S. government would save some \$1700 annually in my case or get at least that much more productivity, monetarily speaking, from me if I had available the type of research aid I suggest. Multiply this \$1700 by the number of intelligence officers who use such research aids and a rough idea of savings can be surmised.

4. However, money savings is not the important factor. Intelligence, if it be of value, must of all things be timely. Every minute lost in research for the definitions and interpretation of abbreviations contributes to a loss in timeliness. If we are to overcome these losses we must have the tools to work with.

5. I would like to point out that I am an officer of the U.S. Army presently assigned to duty with this Agency. Military personnel are not permitted to receive cash awards for suggestion which improve efficiency or save the government money. However, cash award, or any other similar type of recognition are the furthestest from my mind in submitting this recommendation. I consider it my duty to always call to the attention of proper authorities matters of inefficiency and suggestions for the improvement of the quality of our product. This principle is axiomatic with conscientious military personnel. I have many more similar suggestions and recommendations which I would gladly submit in writing, or discuss personally with some one if it is so desired.

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Suggestion No. 1141 (continued)

B. Evaluation of Concerned Office:

1. The Special Assistant to AD/RR advises the following:

a. Subject suggestion should be adopted with minor change. (See paragraph e below.)

b. The need for a working collection of Soviet abbreviations has long been recognized, and the Office of Collection and Dissemination has set up such a file in collaboration with many analyst contributors. This collection now has over 10,000 entries. The file is, however, principally of organization abbreviations.

c. Scattered all over the Central Intelligence Agency and the intelligence community are specialized files of abbreviations found in Russian language documents. These files are needed for departmental use, but should be consolidated, as suggested, into a single master file, preferably located in OCD.

d. The publication of an abbreviation glossary is a stopgap measure at best. The abbreviation collection must be of a continuing nature to have any value. New abbreviations must constantly be added.

e. The all-source aspect of the suggestion may not be practical, since some abbreviations are peculiar to special sources not generally available to all analysts.

f. I believe the suggester has overstated the problem, but in his overstatement he has emphasized its importance. The problem itself has been a concern of the intelligence reference service components since the very start of systematic intelligence research. So far as ORR is concerned, 57 percent of our professional personnel have a working knowledge of the Russian language. I do not believe that as much as 20 percent of the time (the suggester's estimate) of any analyst in ORR is devoted to running down abbreviations.

2. The Executive, CD advises the following:

a. The CIA Library has maintained a file of abbreviations since 1949. Soviet abbreviations now number about 10,000, of which 90% represent organizations. Plans were

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Suggestion No. 1141 (continued)

already well under way before Suggestion 1141 was received to expand the file to include all types of Soviet abbreviations in the military, economic, scientific, and technical fields. The file includes all sources of intelligence except those of an extremely sensitive nature which cannot be included. Multiple definitions of abbreviations are indicated wherever available.

b. To achieve as comprehensive a glossary as possible within existing manpower limitations, it has been decided not to publish but rather to rely on a central card file from which Agency Branches or Sections can construct their own office files using Library card-copying equipment. Contributions are now being received from some offices and a CIA Notice will be issued shortly announcing the expanded scope of the collection and asking for a consolidation of Agency files in CIA Library.

c. The writer of Suggestion 1141 should not find it necessary to check at least three places for a Soviet abbreviation. The following publications are available in the Library and are used to service requests. Abbreviations of organizations cited in these publications have already been incorporated in the master file.

AMS Technical Manual No. 12 "Russian Glossary" 1951  
FDD Summary No. 50 - 17 December 1951  
Library of Congress "Russian Abbreviations" 1952  
Ohio State University Technical Report No. 3  
"Russian Abbreviations" - 7 April 1953  
George Patrick "A List of Abbreviations Commonly Used  
in USSR"

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[REDACTED] "Abbreviation Codes, Installations,  
and Locations Pertinent to Soviet Electronics  
and Guided Missile Research and Development"  
15 November 1952

[REDACTED]

"Spisok Russkykh Sokrashchenii, Primeniaemykh v SSSR  
(Series 1, no. 13)". "Institute for the Study  
of the History and Culture of the USSR" in  
"Munich" (book now on order).

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Suggestion No. 1141 (continued)

d. We believe that the plan outlined above fulfills the major objectives of this suggestion and recommend, therefore, that no cash award be granted. The suggester should be thanked and invited to get in touch with the Chief of the Library's Analysis Branch, [REDACTED], to discuss our proposal in greater detail.

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C. Recommendation of The Executive Secretary:

Disapproval for reasons given by Executive Officer, OCD. The Executive Secretary should be authorized by Committee to invite suggester to see Chief of the CIA Library Analysis Branch concerning this suggestion as recommended by evaluator.

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CIA INTERNAL USE ONLY

Suggestion No. 1149

A. Summary of Suggestion:

It is suggested that in order to save the manhours required for each individual to travel to Curle Hall to convert his present health insurance to the new plan (or to submit his initial application), that one representative of the Insurance and Claims Branch, Employee Services Division, Office of Personnel be detailed to travel to each of the divisions or other principal agency component, during the present Initial Application Period.

Applications for the new life insurance policies also might be handled in a similar manner, thus saving additional manhours.

B. Evaluation of Concerned Offices:

Chief, Planning & Analysis Staff, has advised the Committee that: "It is felt that the nature of the transaction and the technicalities which may develop in individual cases are such as to warrant single treatment such as can be obtained through direct contact with the unit handling insurance affairs. While this insurance program is for the benefit of the employees, it is felt that it is actually no different from the Credit Union or a banking facility that might be established within the Agency. Due to the money involved and complications arising from record-keeping and determination of propriety of claims, etc., the single insurance office has been established and relocated with added facilities for handling customers.

C. Recommendation of the Executive Secretary

Disapproval for adoption.

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Suggestion No. 1150

A. Summary of the Suggestion:

1. The present system of paying Life Insurance and Health Insurance premiums places a terrific burden on the Insurance Branch and also results in a loss of time on the part of the payee. It appears as though the present facilities are taxed to the limit in meeting the present volume of business. When more and more employees avail themselves of the splendid programs the Agency provides, a great increase in volume of business can be anticipated. Each person standing in line to pay his insurance premium represents a loss to the Agency ranging from 2¢ to 10¢ PER MINUTE, depending on his grade.

2. Certain changes might be effected to improve this situation which could lighten the work-load of the Insurance Branch as well as cut down the waste resulting from employees standing in line.

a. Provide the policy holder with receipt blanks that can be filled out in advance and presented with the money when payment is made at the window. This would require just a quick check of the receipt and a paid stamp on the part of the teller. If payment is made by check, the receipt and check could be sent in an envelope.

b. Stagger the time for making payment. At present everyone is required to make payment between the 1st and the 5th of the month. The policy holders could be divided alphabetically so that those whose last name began with the letters A to F would pay during the period 1 to 3, G to M during the period 3 to 6, etc.

B. Evaluation of Concerned Offices:

Chief, Planning and Analysis Staff has advised the committee of the following:

"The new insurance office facility is considered adequate to meet Agency demands and has been observed in its brief period of operation and found to have resulted in more efficient and speedier processing of applications.

"The professional services of the three cashiers provide the greatest and most fully-planned methods of handling the applicants and receipts and the multitude of questions pertaining thereto.

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"While some confusion was noted as the two insurance plans were inaugurated, such confusion has now been dispelled and at the end of October payments on policies in effect may be made by check forwarded through the Agency mail channels to the Insurance and Claims Branch and receipts will be returned in the same manner.

"With mail procedure being put into effect, it is believed that the need for staggering of the payment period is unnecessary. This particular portion of the suggestion was given considerable thought both by the suggestor and by the reviewing officials of ESD and would possibly have had considerable merit had the payment by mail not been provided for."

C. Recommendation of Executive Secretary:

Disapproval.

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Suggestion No. 1165

A. Summary of the Suggestion:

The suggester proposes that the return address for official mail, namely 2430 E. St., N.W., Washington 25, D.C. be pre-printed on envelopes and/or rubber stamps be prepared for individual use and/or pre-printed gummed labels be available with this address. The suggester further recommends that this method, if adopted, will eliminate the typing of return addresses and result in the saving of typists' time.

B. Evaluation of Concerned Office:

The suggestion was initially referred to the Chief, Management Staff for his evaluation. [REDACTED] Assistant Management Officer, DD/A Area, who subsequently reviewed the suggestion, stated that the self-addressed return envelopes had been available for some time for use by the Personnel Office and that the Logistics Office should be consulted concerning the demand by other Agency components.

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The Chief, Administrative Staff, LO, reports as follows:

"1. The envelope referred to in this suggestion is a stock item and is carried in the Curie Hall Supply Room primarily for the use of the Personnel Office. A check on the usage of this item reveals the demand is not sufficient to warrant stockage in all Building Supply Rooms; however, it is available upon request from the Building Supply Officers.

2. The suggester should be commended for his interest."

C. Recommendation:

The Executive Secretary recommends, in view of the above comments, that the suggestion be disapproved for adoption since it is already in effect.

CIA INTERNAL USE ONLY

Suggestion No. 1177

A. Summary of the Suggestion:

It is suggested that the Agency investigate the feasibility of changing the present procedure of reporting TIME AND ATTENDANCE, which now requires a form 34-42, Times and Attendance Report and Payroll Change Slip, be submitted for every employee although no action, leave, etc. has occurred, to the extent that only forms containing significant information be submitted.

It should be quite apparent under the present system that when no significant action is recorded on a form 34-42, the form is merely verifying the fact no action has taken place which if no form was submitted or made out would indicate the same thing. The submission or execution of the form should only occur when some thing of significance needs to be reported, to submit or make out the form any other time only results in waste and tends to obstruct the handling of forms which do contain significant data.

An example of a possible procedure:

The time clerk submits all forms containing significant data, omitting all forms containing no significant data, and a list of all employees forms omitted to verify the omissions.

B. Evaluation of Concerned Office:

The Office of the Comptroller reports as follows:

"Under the present time and attendance reporting system the Machine Records Division inserts the employee's name and other payrolling information on the Time and Attendance Report (Form 34-43) before distribution of the form is made to the time and attendance clerks. Accordingly, this portion of the form under the present procedure does not require any time or effort on the part of the time and attendance clerks; whereas under the proposed procedure where time and attendance reports would be required for only a portion of the employees, the headings of the forms would have to be completed by the time and attendance clerks, with a resulting increase in their overall effort.

" Approximately 40% of all Time and Attendance Reports, for a pay period, contain entries for leave, etc. The suggested reporting system would require the time and attendance clerks to completely maintain the Time and Attendance Reports for the 40% of employees having leave and other transactions during the pay period. The only operation that the time and attendance clerk needs to perform, under the present reporting system, in connection

CIA INTERNAL USE ONLY (CONT.)

Suggestion No. 1177 (Page 2)

with the Time and Attendance Reports for the 60% of the employees not having any form of leave transaction during the pay period is the certification as to the correctness of each report in this category. In lieu of this under the employee's suggestion the time and attendance clerks would be required to prepare a listing of all such employees to serve as a basis for certification as to their performance.

"It is the opinion of this Office that the use of the suggested reporting system would not result in any savings in the payrolling operation and that such a system would weaken the controls that are needed and which the present system provides. It is, therefore, recommended that this suggestion be disapproved for adoption."

C. Recommendation of Executive Secretary:

Recommend Disapproval.

CIA INTERNAL USE ONLY

Suggestion No. 1187

A. Summary of the Suggestion:

It is suggested that there be added to the Agency and DD/P regulatory systems a category of issuance called the "Announcement," so that purely informational material may be distinguished from regulatory material and disseminated in a separate publication category.

It is believed that adoption of a separate publication category for the dissemination of informational material would have the following advantages:

- a. It would clarify the role of the Notice in the Agency and DD/P regulatory systems and thus simplify the systems.
- b. It would facilitate maintenance and use of headquarters and field regulations manuals by:
  - (1) Preventing confusion of informational Notices with regulatory Notices and the inadvertent destruction of regulatory Notices believed to be informational Notices.
  - (2) Permitting Manual Custodians to keep "Announcements" together in one group separate from regulatory material.
  - (3) Permitting Manual Custodians to destroy outdated informational material with a minimum of trouble, and thus prevent regulations manuals from becoming so bulky that their usefulness is impaired.

B. Evaluation of Concerned Offices:

The Chief, Regulations Control Staff commented as follows:

"The need for the adoption of a device which will serve the purpose set forth in the suggestion has long been recognized by the Regulations Control Staff.

"The Staff has recently adopted a somewhat different solution to the problem posed, i.e., Agency Notices, which are, by regulation, concerned with subject matter of a transitory nature, will be published with automatic rescission lines which will enable manual custodians to keep their books up to date with certainty as to which notices should be preserved for a given period.

"It is always stimulating and gratifying to this Staff to receive interested, constructive suggestions of the type covered by this memorandum. It is to be hoped that the individual who made this suggestion will be encouraged to submit future comment or suggestion regarding the regulatory system. "

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Suggestion No. 1187

C. Recommendation of Executive Secretary:

Disapproval in view of comments made by C/RCS.

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CIA INTERNAL USE ONLY

Suggestion No. 1189

A. Summary of the Suggestion:

It has been suggested that a buzzer signal be installed on the shuttle busses. The reason proposed follows: At present the driver of the bus must either come to a complete stop or to a false stop at every stop. The reason for this is that he, the driver, has no way of knowing when a passenger wishes to leave. The result of all this stopping and starting has at least three effects, all negative. First, it irritates the rider since it makes an uncomfortable ride even more so; second, it increases the time the bus requires to make a round trip; third, it increases the probability of accidents and the resulting liability to the Agency in direct proportion to the number of times unnecessary stops are made, and in addition, the moving from one lane to another adds to this probability. The cost should be rather trivial, requiring only a long rope on either side of the bus, which is connected to a buzzer device - total estimated cost of \$25.00 per bus.

B. Evaluation of Concerned Offices:

The Chief, Administrative Staff, LO advised the Committee as follows:

"1. Suggestion No. 1189 recommends the installation of a buzzer system on Agency Shuttle Busses. The suggestor indicates a buzzer system would reduce the possibility of accidents resulting from the bus moving in and out of traffic when making "curbside" stops and would reduce the time required to make a round-trip. Experience indicates that drivers generally "call out" stops in advance in order to preclude the necessity of making needless stops. The bus schedules were established to provide for the time involved in making authorized stops. Accordingly, it is difficult to conceive of a buzzer system effecting a reduction in the time required for a bus to make a round-trip.

2. The cost, as estimated in Suggestion 1189, does not appear to be excessive. However, the installation of a buzzer system would make a rather intangible contribution to the operation of the shuttle busses as it appears to be primarily a factor of convenience.

3. Accordingly, the expense involved does not appear to be warranted in view of the negligible convenience to be derived from a buzzer system and it is recommended that Suggestion 1189 be disapproved for adoption."

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Suggestion No. 1189

C. Recommendation:

In view of the above comments, it is recommended that this suggestion be disapproved for adoption.

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Suggestion No. 1190

A. Summary of the Suggestion:

It has been proposed that a small pamphlet, with samples, be published by the Printing and Reproduction Division, giving types of work, methods used and sizes done by the different methods. By so doing, telephone calls will be reduced, time will be saved by getting the correct information initially, and also a less costly process may sometimes be used, if the Requestor has a knowledge of these different processes and what the finished product will look like.

The manufacturers of the different equipment and processes often-times will supply brochures on their products in sufficient quantity to perhaps meet the needs of the Agency, and may be assembled at little cost and disseminated.

The estimated results and average savings cannot be predicted.

B. Evaluation of Concerned Offices:

The Chief, Administrative Staff, Logistics Office advised the Committee as follows:

"1. Approximately one year ago the Printing & Reproduction Division published a Printing and Reproduction Manual describing all reproduction processes available in the Division. Halftones of major pieces of equipment were printed and capabilities of each were listed. In addition samples of finished items from each process were included, also comparative charts for choosing the right process, and equipment vendors were features of the publication. There were approximately 800 copies of this manual distributed throughout the Agency.

2. In order to more thoroughly make people knowledgeable of printing and reproduction, indoctrinational tours of the Printing & Reproduction Plant are provided for those who are closely associated with officials of the Printing & Reproduction Plant.

3. These steps have been taken to better establish rapport between the originating office and the Printing & Reproduction Division and considerable improvement has been noted. Therefore, Suggestion No. 1190 is already in effect and makes no added contribution."

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Suggestion No. 1190

C. Recommendation:

In view of the above comments, it is recommended that this suggestion be disapproved for adoption.

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Suggestion No. 1191

A. Summary of Suggestion:

In an effort to standardize procedures and save on envelopes and supplies the following suggestion is submitted concerning the Agency Vital Materials Program:

It is suggested that a standard envelope for the submission of papers to the repository be designed and stocked in Agency supply rooms. This envelope should be no larger than 10" x 15" in order to store it vertically in a legal size safe cabinet and accomodate legal sized documents. It is to be noted that the storage of Vital Materials is often a problem in individual offices prior to the periodic submission to the repository.

The suggested envelope should have preprinted data blocks as follows:

Security classification; Submitting component; Submitting staff; Submitting Division; Submitting Branch; Submitting Desk; Date of submission; Period covered; Cross references; Brief description or project title.

It is further suggested that the development of this envelope and its preprinted legend be standardized by the Forms Control Branch of Management as it has Agency-wide application and may be extended to microfilm box labels, etc.

B. Evaluation of Concerned Offices:

The Chief, Records Management Division/MS advised the Committee as follows:

"1. The intent of this suggestion is to standardize procedures and save on envelopes and supplies by developing a stock envelope with preprinted information for use in the transfer and storage of vital materials. The printing of similar information on microfilm box labels is also proposed.

2. An envelope with the proposed preprinted information could not be used for transmittal of material by messenger or courier. Regulation No. [REDACTED] prohibits indicating the security classification of material on envelopes transmitted through the regular mail channels. Also, it is not advisable to put on such envelopes the suggested descriptive information of the documents enclosed.

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Suggestion No. 1191

Use of the envelope for storage of vital materials at the repository would not be desirable. With the exception of a small volume of very sensitive material stored in sealed envelopes, vital materials are maintained with folders and guides in the same manner as the original documents are maintained by the submitting office.

3. If envelopes for the storage of vital materials prior to submission to the repository are needed, chain envelopes available from stock should be used. These envelopes are preprinted with space to show the sending office and the office for which the material is intended. Any additional descriptive information such as suggested should be put on the vital materials transfer slip, required by the present procedure, and enclosed in the envelope.

4. There is a preprinted microfilm carton label available from stock with more appropriate preprinted information than that proposed. Also, it is standard procedure for the Forms Management Branch to analyze and include on any new or revised forms all such preprinted information which will be helpful. In view of the above considerations no part of this suggestion is recommended for adoption."

C. Recommendation:

In view of the above comments, it is recommended that this suggestion be disapproved for adoption.

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CIA INTERNAL USE ONLY

Suggestion No. 1193

A. Summary of the Suggestion:

The suggester proposes that in the interest of uniformity and convenience for initialling and dating cover sheets and "buck slips," the initials and date columns of future reprints of Form 30-4 be reversed to coincide with similar columns on cover sheets, i.e., the "Initials" column should follow the "Date" columns.

B. Evaluation of the Concerned Office:

The suggestion was forwarded to the Chief, Records Management Division, Management Staff, DD/A, for his review and advice which is quoted below:

"1. While uniformity would be achieved by reversing the columnar arrangement of "Initials" and "Date" on Form No. 30-4 to coincide with Form No. 51-10, no added convenience would result. Neither would any time be saved.

2. Logical reasons exist for the columns being arranged as they now are. On Form No. 30-4, initials and date are not inserted until the form is forwarded to the next addressee. On the Form 51-10, "date" is broken down into both a "received" and a "forwarded" date. Thus a single entry only under "rec'd" will be made initially. When form is finally released and forwarded, the "fwd'd" date and the "officer's initials" are inserted. To follow the intent of the suggestion as well as a logical processing sequence, the initials would have to be placed between the two dates or else two boxes provided for initialling, both at time of receipt and dispatch. With the former, the result would be confusion and with the latter, wasted manpower.

3. For these reasons the suggestion has no value and cannot be adopted."

C. Recommendation:

In view of the above evaluation, it is recommended that this suggestion be disapproved for adoption.

CIA INTERNAL USE ONLY

CIA INTERNAL USE ONLY

Suggestion No. 1196

A. Summary of the Suggestion:

The suggester proposes a system for maintaining an Agency and building stock rooms' perpetual inventory through the use of a pre-punched IBM card. The card is to contain a stock number, nomenclature, size, grade, unit of issue, purchase price and other data that would be required for re-ordering. His system envisions a master card covering the unit of issue and sufficient duplicates which would allow one card to be placed in each box or container which is forwarded to the building supply officer. The latter card would be returned to the chief building supply officer for master listing when the material contained on the card was exhausted. At the end of a stated period, Stock Control could use all of the cards so received for posting to an Agency stock list and for the punching of code numbers.

B. Evaluation of the Concerned Office:

The suggestion was forwarded to the Chief, Administrative Staff, LO, for his review. He made the following observations, which are quoted below:

"1. It is not feasible to maintain a perpetual inventory of expendable items in the Building Supply Rooms as this material is considered as issued as soon as it is placed in the Building Supply Room and costed to administrative overhead.

2. Gang punching of IBM cards is not as simple as described by the suggester when various quantities of cards are required.

3. The time consumed in posting individual cards to a master listing would be prohibitive.

4. Plans have previously been formulated by Supply Division to establish shelf levels for expendable items in the Building Supply Rooms which will serve as a signaling device to alert the storekeeper of danger point for recording purposes."

CIA INTERNAL USE ONLY

CIA INTERNAL USE ONLY

Suggestion No. 1196

C. Recommendation:

Based on the above comments, it is recommended that this suggestion be disapproved.

CIA INTERNAL USE ONLY

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Suggestion No. 1200

A. Summary of the Suggestion:

This suggestion deals with the Standard Form No. 1166, Voucher and Schedule of Payments.

Form No. 1166, original and three copies, is submitted by the Agency to the Disbursing Office for the issuance of necessary checks. Sample copies of the form are attached. EXHIBIT A shows the name and address of payee when the check is requested to be mailed; EXHIBIT B shows only the name of payee when the check is to be picked up by messenger. (Form No. 1166 is also referred to as Schedule in this suggestion.)

During the month of June 1954, 1549 checks were issued on 481 Schedules; during July, 1466 checks were issued on 406 Schedules; and during August, 1097 checks were issued on 398 Schedules. A total of 4112 checks on 1285 Schedules were issued for the three month period, making an average of 3.2 checks to a single Schedule. Many of the Schedules that were submitted had only one or two names on them. (These figures are exclusive of Pay Rolls and NSC Schedules.)

The suggestion that I have to offer is that if more payees names would be listed on the Standard Form 1166, quite a number of unnecessary Schedules could be eliminated and a savings to the Government would be effected.

If the clerk who prepares the Schedules could arrange her work in such a manner so as to type Schedules only once or twice a day, she could put more vendors' names on each Schedule (approximately from eight to ten vendors' names with addresses can be listed on a Schedule) and thus eliminate a considerable number of the Schedules that are normally prepared. (On each Schedule there is typed a heading and the carbon paper is inserted manually between the copies.) By scheduling at intervals, she would have more time available for other duties within her office.

After the Schedules are prepared and reviewed, they are signed by an Authorized Certifying Officer, who, in turn, could utilize her time to other duties if she had only one-half the number of Schedules to certify.

After the Schedules are certified they are forwarded to the Disbursing Officer for the issuance of checks. Each Schedule is recorded in a ledger showing the Disbursing Officer's Voucher Number assigned to that Schedule, Check Number or Numbers, and

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Suggestion No. 1200 (continued)

other necessary data. On each Schedule is stamped the Disbursing Officer's Voucher Number, Date Paid, and Check Number that is assigned to each individual name. By eliminating the volume of Schedules, it would cut down the work pertinent to recording in the ledger and stamping the D.O. Voucher Number and Date Paid on each Schedule. This clerk could also devote additional time to other duties in the office.

It must be pointed out that there would be a savings in the number of Standard Forms No. 1166 used. As stated previously, an original and three copies are forwarded to the Disbursing Office for processing.

Distribution of the Schedule is made as follows: The original is forwarded to the General Accounting Office Representative, who maintains an office within the Agency; two copies are returned to the Agency; and the fourth copy is retained in the files of the Disbursing Office. Since the documents are classified they must be kept in safe combination files. In a period of a little over two years, a single copy of each Form 1166 processed occupies 2-2/3 linear feet of space in the Disbursing Office. Since four copies have been processed, there are 10-2/3 linear feet of space used to file these Schedules. If a minimum of one-half of the Schedules could be eliminated in the future by averaging six vendor's names to a Schedule, there would be considerable less documents to file which would result in the reduction of costly safes used to store them.

Since the figures mentioned herein are taken from actual documents that were processed, it is requested that this suggestion be classified Confidential.

B. Evaluation of Concerned Office:

The procedure in this division is to sort the audit invoices and Standard Form vouchers with the pertinent supporting attachments into general groups by fiscal years, when possible, in order to expedite and more efficiently process and record payment of these vouchers.

Category grouping of documents is required by the General Accounting Office (G.A.O. #115, Supp. #2, 1953) and by the special accounting operations of this Agency. The separation and listing of these documents also facilitates the retirement of these documents from the active files, in accordance with the various retention periods specified in Comptroller General's Decision No. B-45100, dated 26 October 1953.

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Suggestion No. 1200 (continued)

The suggestion, "If the clerk who prepares the schedules could arrange her work in such a manner so as to type schedules only once or twice a day-----, she would have more time available for other duties within her office," is being followed with the exception of emergency cases which are generally scheduled separately because of the urgent nature of the transaction.

Since this Division is making every effort to include as many listings as possible on each Standard Form No. 1166, taking into consideration the required group classification and emergency transactions, it is believed that the attached Employee Suggestion does not contribute any improvement in the present procedure.

C. Recommendation of The Executive Secretary:

Disapproval

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Suggestion No. 1201

A. Summary of the Suggestion:

25X1A

The suggester proposes that Field Regulation [REDACTED] amended to the extent that only those persons of an employee's family over 11 years of age would be authorized a maximum of 300 lbs of baggage which includes the 100 lbs permitted for air express or air freight when travel is performed other than through surface transportation. All dependents 11 years of age and under would be allowed one-half the maximum stated above, namely 150 lbs of baggage per child of which up to 50 lbs could be shipped by air express or air freight. His logic is based on the fact that children receive only half the allowable adult per diem and travel at half fare cost.

B. Evaluation of Concerned Office:

The suggestion was referred to the Deputy Controller, who recommended that the suggestion not be adopted in view of the Department of State's experience with this problem and the fact that our travel regulations are based on those of the Foreign Service. Any variance would constitute an Agency morale problem as well as handicap parents who utilize their full quota of unaccompanied baggage for necessary children's items, e.g. baby food, cribs, carriages and miscellaneous children's seasonal clothing.

C. Recommendation:

The Executive Secretary recommends in view of the foregoing comments that the suggestion not be adopted.

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*Turned down  
by me.*

SECRET

Suggestion No. 1203

A. Summary of the Suggestion:

The suggester proposes that a written notice of cancellation of processing be submitted by names through the Personnel Office to the components which have expressed interest in hiring the respective applicants. The above procedure would save time lost by the hiring offices which consider the applicants as possible future employees.

B. Evaluation of Concerned Office:

The Chief, PAS/OP, advises as follows:

"The proposal contained in subject suggestion has been in effect since 31 July 1951. Attention is invited to the following Office of Personnel Memorandums: No. 7-51, dated 31 July 1951, No. 7-51 (Revised), dated 11 September 1951, and the most recent, No. 20-410-7, dated 20 February 1953."

C. Recommendation:

The Executive Secretary recommends, in view of the above evaluation, that the suggestion be disapproved.

SECRET

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Suggestion No. 1206

A. Summary of the Suggestion:

25X1A

Suggester proposes that [REDACTED] (Clandestine Services Publications, page 5) and Agency Regulation [REDACTED] (Regulatory Issuances- page 5) to be amended to include the establishment by the originator of a deadline date on which the publication must be in the hands of the intended recipients. In many instances such material is received which is out-dated according to the circumstances involved, e. g. Agency Notice No. [REDACTED] of the 31 August 1954, which was received by many employees on 15 September 1954, a week after school was in session.

25X1A

25X1A

Where a deadline date was involved, the Regulations Control Staff and Publications Control Section would have advance notice as to the latest date the publication could be circulated and still serve a useful purpose.

B. Evaluation of Concerned Office:

The suggestion was referred to the Chief, Regulations Control Staff, who recommended its disapproval based on the following comment: "The philosophy underlying the compilation of regulatory issuances is one of cooperation and mutual effort. It is felt that the injection of a compulsive note is undesirable as tending to destroy a spirit which is developing with increasing rapidity."

C. Recommendation of The Executive Secretary:

*Recommended disapproval.*

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Suggestion No. 1212

A. Summary of the Suggestion:

It is believed that many dollars per annum could be saved if sterile telephone lines were connected with a switch board--either as a separate installation or as a part of the present agency switchboard. Arrangements could be made with the telephone company for sterile lines as arrangements are presently made for sterile phones within the agency.

Many of the sterile telephones are now used only a small portion of the day and the calls of 100 telephones could be handled by about 15 trunk lines if they were handled through a sterile switchboard.

There are two ways of developing this system and for clarification I will diagram both of them. The one felt to be the most secure could be used.

B. Evaluation of Concerned Office:

The Chief, Admin. Staff, LO advises the following:

1. Reference is made to the attached Employee Suggestion No. 1212 which proposes that non-published unlisted telephone lines be terminated in the present PBX Switchboard, Executive 3-6115, designated Plan A, or in an auxillary switchboard Plan B to effect economies.

2. Plan A is not considered practical for security reasons. The possibility that one operator answering Central Intelligence Agency might be over heard by the party calling a sterile number would be ever present and the disclosure of this information would destroy the required cover.

3. Telephone Section records indicate that approximately four sterile numbers are changed each month for reasons of security compromise. This could not be accomplished under proposed Plan B for reason that telephone company facilities are not available in sufficient quantity to change fifteen sequence numbered trunks each time this situation occurs.

C. Recommendation of The Executive Secretary:

Disapproval for reasons given above.

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Suggestion No. 1213

A. Summary of the Suggestion:

This suggestion relates a method for eliminating verbiage in cables with a corresponding savings realized. My suggestion is as follows:

1. Select 200 - 500 cables (out-going, in-coming, or both) at random and analyze the wording with a view to determining which combinations of words (clauses, phrases, etc.) appear most frequently.

2. Select the ten, fifteen, or twenty (or whatever number appears feasible) of such phrases and assign each a code word, made up if feasible, of the first letter of each word in the particular phrase.

3. When the appropriate number of phrases have been selected and the code words assigned an AFR could be issued, as well as a CSN, listing the code words and their meaning.

This idea is simply an extension of the commonly used FYI expression seen so often in cables. Obviously, it would be impractical to develop a code word for more than 20 or 30 phrases because a cable would then become even more difficult to read. However, if 20 or 30 code words could be regularized and given dissemination to all personnel who prepare or read cable traffic that after a brief educational period there would be no confusion or difficulty.

4. The dollar savings would be considerable if this idea were developed and put into practice. If only two words (or groups), on an average, were saved per cable, per day, this would mean considerable in even one month's time. Also, it would lighten the work of the Signal Center.

B. Evaluation of Concerned Office:

The Chief, Administrative Staff, Office of Communications, advised the Committee the following: **25X1A**

"1. The new Cable Handbook ( [REDACTED] ), page 55, states: "the extent to which abbreviations and shortened terms can be used without sacrificing clarity is relatively small" and that "if a recipient of a cable is unable to determine rapidly and accurately the full meaning of an abbreviated or shortened term, he often sends a subsequent cable requesting clarification of the term." With this view in mind, it is felt that Suggestion 1213 cannot be utilized.

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Suggestion No. 1213 (continued)

"2. Pages 55 through 65 of the new Handbook give accepted abbreviations and a list of synonyms which can be used by cable originators.

"3. Special notation is made to Page 13 of this new issued book which illustrates the result of careful cable editing. Thus, it is the opinion of the Signal Center the adoption of too many abbreviations confuses rather than assists cable traffic."

C. Recommendation of The Executive Secretary:

Disapproval.

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Suggestion No. 1220

A. Summary of the Suggestion:

1. It is suggested that the appropriate Agency component investigate the value and practicability of collecting, on a regular and Agency-wide basis, the pencil shavings which accumulate in pencil sharpeners and selling the shavings to paper manufacturers for use in the manufacture of paper.

2. If the collection of pencil shavings were considered valuable and feasible, it could be achieved through placement of a receptacle in each office, accompanied by instructions to the members of the office to empty pencil-sharpener receptacles into the collection receptacle rather than into wastebaskets. The individual receptacles could then be collected on a regular, perhaps monthly, basis and emptied into a building receptacle, the building receptacle into an area receptacle, etc.

3. It is believed that if the pencil shavings could be sold for the manufacture of paper and if it would be practicable to collect them on an Agency-wide, or, better, on a Government-wide, basis a considerable value would accrue to the Government.

B. Evaluation of Concerned Office:

1. To adopt the employee's suggestion would entail the following:

- a. Provide special receptacles for all elements of the Agency.
- b. Special labor crew for collection of shavings.
- c. Storage space.
- d. Packing and shipping.

2. From an economical viewpoint the cost of providing the above facilities would far outweigh any monetary savings that might be realized if this suggestion was adopted.

3. Suggestor should be commended for his interest in the program.

C. Recommendation of The Executive Secretary:

Disapproval.

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Suggestion No. 1221

A. Summary of the Suggestion:

It is suggested that some facilities of the language training laboratory be extended to Tempo [REDACTED] building for the use of FDD personnel. Many employees at this somewhat isolated building, although thoroughly proficient in at least one language, could then develop their capabilities in other languages. Since the facilities of the laboratory usually can only be used by FDD personnel at other than office hours, physical hardships of time, distance, and transportation discourage concentrated and continuing use of laboratory facilities. FDD by its very nature of diversity of languages would seem to be a very rich field for language training such as offered by the laboratory.

25X1A

This additional training then would not only aid in the self-improvement of FDD personnel as better intelligence officers but also serve the agency and its career aims for the development of highly-qualified intelligence officers.

It would serve purposes of morale in that personnel seeking self-improvement would know that the agency is encouraging and facilitating their efforts to learn.

It would extend the time available to FDD personnel for such training by at least the time needed for travel to and from the laboratory and [REDACTED] building which is approximately one hour.

25X1A

It would aid the Office of Training in expanding the benefits of its operation and aid FDD in the improvement of the capabilities of its personnel. Thus, it would provide a greater return on the training program of the laboratory with a small additional outlay of capital and an increase in the potential value of FDD personnel.

It is suggested, therefore, that a moderate extension of the laboratory facilities be made initially in response to immediate needs of those now using them. This would amount to the loan or purchase of two or three tape machines and the loan of duplicate tapes in the laboratory to FDD. The permanent retention of some duplicate tapes and, if duplicate tapes were not available, the reproduction by the laboratory only of tapes requested for definite needs, would be desirable. Additional tapes for further training, which are not duplicates or which could not be reproduced, could be loaned to FDD personnel on a short term basis when not in use. With increased interests and demands, the expansion of the above could be considered.

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Suggestion No. 1221 (continued)

Maintenance of facilities, if any is necessary, could be carried out by laboratory personnel as needed. Supervision of use of facilities thus extended to FDD could possibly be given by the FDD language training officer or other designated personnel using these facilities.

B. Evaluation of Concerned Office:

The Director of Training advises the following:

1. There are few offices in the Agency for which it would be more difficult to justify such a request. A language laboratory is intended to aid people aiming at audio and spoken facility. FDD's objectives are rather exclusively directed toward reading competence.

2. The Office of Training remains willing to entertain a request for creation of a branch language laboratory whenever examination of all circumstances appears to justify and where the beneficiary office is prepared to assume certain unavoidable obligations attending this action. It has been verified that even if this suggestion had merit, FDD is not prepared to provide necessary space and clerical supervision.

3. For the information of the Committee there have been three somewhat similar suggestions initiated from other elements of the Agency, which the Office of Training viewed with initial favor. Upon pursuing the matter more thoroughly with the offices concerned, none of the suggestions could be implemented.

C. Recommendation of The Executive Secretary:

Disapproval.

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Suggestion No. 1222

A. Summary of the Suggestion:

VERBOSE DISPATCH SUBJECTS-

The redundancy of subjects imposed on dispatches, field notices, operational aids, etc., not only increases the man-hours incident to the typing of manifests, but also increases the time it takes to check manifests prior to pouching, and in the field in checking in the pouch items.

Many of the dispatches have three and four line,--or even five line subjects, and at times there is only half a line in the body of the dispatch. When such a subject (as often happens) contains a number of Chinese names, each with a long identifying number, the time required for typing is greatly increased.

It is suggested that instead of carrying the burden of the message in the "subject", that the fewest possible number of words be used there to properly identify the dispatch or notice, and that the detail be confined to the body of the dispatch. This need in no way detract from the clarity of the message.

The saving effected could easily amount to eight man hours daily in D & P alone.

NOTE: This suggestion is not expressly directed to dispatches containing Chinese names.

B. Evaluation of Concerned Office:

There is attached Employee Suggestion No. 1222 which has been reviewed in accordance with your request.

Clandestine Services Instruction No. [REDACTED] requires that specific subjects which actually define the material being forwarded under dispatch be stated as the subject of dispatch material. This requirement was included in the Instruction because of the similarity of material pouches to field stations and the necessity for the exact determination of material being pouches as well as the material received at the destination.

The suggestion appears good in theory but not practical. It would lead to both confusion and errors. The use of Chinese names as an example is the exception rather than the rule.

It is recommended that the suggestion be disapproved.

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25X1A

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Suggestion No. 1222 (continued)

C. Recommendation of The Executive Secretary:

Disapproval.

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Suggestion No. 1226

A. Summary of the Suggestion:

It is suggested that the appropriate Agency component seek from the appropriate Federal agency authority to extend two-way vehicular traffic on Ohio Drive from the intersection at R&S Building to the entrance to Quarters Eye from 9:00 A.M. to 4:30 P.M. Monday through Friday.

It is believed that if the above-mentioned authority could be secured it would then be unnecessary for the Agency shuttle buses to circle the Quarters Eye-R&S building complex in order to complete their route in that area. This would save considerable depreciation on buses during the year and would also reduce the time for bus runs and thus possibly permit additional runs to be scheduled, thereby speeding up the bus service.

There exists the possibility that the width of the buses would not permit two-way traffic in the above-mentioned area; however, even if this should be the case it is believed that, weighing the volume of automobile traffic against the gain achieved, the extension of two-way traffic on that stretch of road merits a trial.

To inform drivers of the change suggested, a sign could be posted at the R&S building intersection.

B. Evaluation of Concerned Office:

The Administrative Staff/LO advises the following:

1. As indicated in Suggestion 1226, the proposed re-routing of the shuttle bus would eliminate the necessity of circling the Quarters Eye, Recreation and Services Building complex to complete the route in that area.

2. However, implementation of the proposed re-routing is dependent on extension of two-way vehicular traffic on Ohio Drive from the intersection at Recreation and Services Building to the entrance at Quarters Eye Building. Ohio Drive is presently restricted to one-way traffic eastbound.

3. Contact was made with a representative of the U. S. Park Police concerning the suggestion. He indicated that extension of two-way traffic as outlined above would not be feasible for the following reason:

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Suggestion No. 1226 (continued)

When two-way traffic was permitted along Ohio Drive the resultant confusion and congestion at the Circle near the small bridge forced the Park Police to institute one-way traffic approaching and leaving West Potomac Park area.

4. Prior to setting up the existing shuttle bus route, Park Police officials were approached concerning the possibility of two-way traffic along Ohio Drive. Since the answer at that time was the same as it is now, the bus route was set up accordingly.

5. In view of the foregoing, it is recommended that Suggestion 1226 be disapproved.

C. Recommendation of The Executive Secretary:

Disapproval.

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Suggestion No. 1228

A. Summary of the Suggestion:

It is suggested that the message blanks employed by the Signal Center be pre-stamped with the classification "Secret".

At present, incoming and outgoing messages which are typed on pre-stamped ditto, number approximately 14,000 per month. In each case the originating steno/typist must insert the appropriate classification, by typing, into the classification box on the message form. Since 85-95% of all messages are secret, considerable savings in time could be realized if this classification were already on the form.

Assuming 30 seconds to line up and type the classification on the top and bottom of each message a savings of 120 man hours could be realized each month in headquarters alone. If field stations are included in the estimate a savings of approximately 300 hours could be realized since most messages are multiple addressee.

Converted to dollars at a GS-4 salary, it equals a saving of approximately \$24,000 annually.

It is assumed that no cost is involved to pre-stamp the classification on the message form-since it is already pre-stamped with other items.

Sufficient room could be left above the word "Secret" to insert "top" for messages classified "Top Secret". Other classifications "Restricted" and "Confidential" could be typed into this space and "Secret" deleted for those messages so classified or a small percentage of unclassified message blanks could be retained for messages other than "Secret". A message blank as currently employed is attached.

B. Evaluation of Concerned Office:

Cable Secretariat advises the following:

1. The substance of this suggestion was considered carefully at the time classified message Form No. 35-80 was designed and was rejected for the following reasons:

a. It is considered desirable that the placing of classifications on cables be made a deliberate act to ensure proper consideration being given to the classification of a cable. Pre-printing of the Secret classification on the cable form would have the effect of encouraging originators to ignore this consideration.

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Suggestion No. 1228 (continued)

b. The classification box of 35-80 has been positioned on the form to permit the typing in of the proper classification immediately after typing the originators telephone extension. Typewriter tab stop 36 will ensure proper placement of the classification within the classification box.

2. The assumption of the suggestor that thirty seconds is required to align the classification appears subject to further examination. It has been our experience that a typist making use of the tabulation bar will expend fewer than three seconds each in typing the classification of a cable in the boxes provided for that purpose. The suggestor's estimate of 120 man hours saving thus should be reduced to 24 man hours. This saving is considered to be too small to outweigh the reason given in para 1a above.

C. Recommendation of the Executive Secretary:

Disapproval.

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Suggestion No. 1231

A. Summary of the Suggestion:

It is suggested that an employee supervisor examine the Efficiency Reports on any person newly arriving under his control to determine on what specific points covered in such reporting the employee is weakest. He should then discuss such points in general with the employee, pointing out that he is trying to care for both the employee and the Agency in so doing, and will help in any way he can to help the employee in improving himself in particularly these respects.

Such an approach should improve employee morale by indicating continuing and active interest in their improvement by their superiors. It should also, over a period of time, indicate with increasing clearness which employees are willing and capable as to self-improvement. Those who are capable of such improvement cannot help but do so more rapidly under consistent guidance, thus increasing their value to this organization.

If such a "Supervisor Critique" system were initiated, a note as to the direction of the critique (at the inception of an employee's service in any given position) and its apparent result (at the end) could be made a part of his personnel record for the information and guidance of future supervisors.

NOTE: It is impossible for this individual to estimate the potential monetary value of this suggestion, the value of which can only be realized (if at all) in terms of improved morale, increased efficiency over a considerable period of time, and perhaps an improved ability on the part of the Personnel Office to judge which employees can and will continue to improve.

B. Evaluation of Concerned Office:

Planning and Analysis Staff advises the following:

The Suggestion proposes that each supervisor examine the efficiency reports of all newly assigned personnel for the purpose of determining their weak points and then discussing with the employee these weaknesses and how to correct them. It implies a continuing relationship between the supervisor and the employee with periodic discussions on progress.

25X1A

The new Fitness Report, CIA Regulation No. [REDACTED] dated 21 September 1954, which replaces the former Efficiency Rating Report and the seven-point evaluation does provide, in some measure, a guide to the supervisor as to what are the weaknesses and strengths of the individual employee. A mandatory feature requires periodic evaluation of the employee's services and discussion with the employee in that respect it does cover the ideas of the Suggestion.

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Suggestion No. 1231 (continued)

Agency officials, Office, Division and Branch Heads have repeatedly stressed to subordinate supervisors that it is incumbent upon them to continually review the performance of employees under their supervision and to periodically discuss with them such performance pointing out the strong as well as the weak factors.

In view of the fact that this subject has been propounded at length and is formally recognized as an intrigal feature of the Fitness Report procedure, it is felt that the Suggestion does not warrant further recognition. It is, therefore, not recommended for adoption.

C. Recommendation of the Executive Secretary:

Disapproval.

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Suggestion No. 1232

A. Summary of the Suggestion:

1. The Payroll Branch of the Fiscal Division, Office of the Comptroller, requests from the Special Disbursing Branch Office of the Treasury Department the issuance of U.S. Savings Bonds under the Payroll Savings Plan in the manner prescribed by the General Accounting Office. The Disbursing Office prepares schedules showing the registration which consists of the employee's name, address, beneficiary and account number, and the serial number of the bond to be issued and subsequently prepares the required U.S. Savings Bonds. (In rare instances the registration will also indicate that a bond is to be kept in Treasury for safe-keeping.)

2. At the present time the U. S. Savings Bonds that are issued are prepared in the following manner by the Disbursing Office for pickup by the Payroll Branch: The appropriate bonds are separated by payroll groups and attached to the corresponding schedules which are not run continuously but are also separated by payroll groups. The serial numbers of the bonds are recorded for signature of an authorized messenger assigned from the Payroll Branch and prepared in a convenient form for transport from Curie Hall to Alcott Hall.

3. Upon receipt of the bonds in the Payroll Branch the bonds are distributed to the payroll clerks who prepare them for mailing.

4. In view of the above I make the following suggestions: That the bonds be prepared for mailing by the Disbursing Office instead of that office having to arrange the bonds by payroll groups and prepare them for pickup as described above. The schedules and other pertinent data showing the same information as the bonds themselves would be forwarded by regular messenger inasmuch as the bonds would not be attached for handling by Payroll personnel.

5. It is believed that this change would effect a savings of the man-hours it now requires for the Payroll Branch personnel to:

- a. Arrange pickup of the bonds in Curie Hall by an authorized messenger from Alcott Hall,
- b. Distribute the bonds among the payroll clerks,
- c. Prepare the bonds for mailing.

Although these tasks would be eliminated in the Payroll Branch the aided work would incur no hardship in the Disbursing Office as it would not be necessary for the Disbursing Office to prepare the bonds for pickup as described in paragraph 2. Instead, as indicated, the Disbursing Office would prepare the bonds for mailing and forward the bonds schedules with other

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pertinent data by regular messenger. The enclosing of the bonds in envelopes would take approximately the same number of man-hours it now requires to separate the bonds and schedules by payroll groups and prepare the bonds for pickup. Also, a savings of the cost of materials would be realized as fewer schedules (three copies precarboned) would be needed. The schedules have a capacity of ten registrations, instances only one or two registrations appear on a schedule. This practice could be discontinued realizing a savings of approximately  $\frac{1}{4}$  the number of schedules presently required.

In addition, the increased efficiency resulting from this plan would effect earlier delivery of the bonds to the individual subscribers.

Furthermore, in order to obtain Treasury Department envelopes, in which the bonds are enclosed, it is necessary for the Agency to make requisition and arrange pickup by Agency personnel. If the function of preparing the bonds for mailing were performed by the Disbursing Office, this special requisition and arrangement for pickup would be eliminated as the Treasury Department supplies it's Special Branch Office with all Treasury Department supplies.

B. Evaluation of the Concerned Office:

The procedure for handling and mailing U. S. Savings Bonds presented in the attached suggestion has considerable merit. However, the adoption of the procedure suggested is not recommended for the following reasons:

1. Paragraph 3 f. of GAO Regulations No. 117-Revised dated 4 October 1954 states in part..."the bonds will not be released until they have been verified with the subscriber-employee accounts of the Agency;"
2. Certain bonds are mailed regularly to the U. S. Treasury to be held for safekeeping at the employees' request. The records for these transmittals are maintained in the Payroll Branch, and the accompanying responsibility appears to be with the same Branch;
3. Occasionally, bonds are returned for remailing or cancellation for various reasons. Presently, it is the function of the Payroll Branch, where subscriber-employee records are maintained, to see that the proper corrections are made or to cancel the bond for re-issue, as the case may be.

C. Recommendation of the Executive Secretary:

Disapproval.

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